DEPARTMENT OF THE ARMY
UNITED STATES ARMY GARRISON
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FORT LEONARD WOOD, MISSOURI 65473-8300

AMIM-LDG-EE (690-12a)

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MEMORANDUM FOR All U.S. Army Garrison, Fort Leonard Wood Personnel

SUBJECT: Garrison Policy 4 - Anti-Harassment Policy

1. Purpose. To define harassing conduct (sexual and non-sexual), outline the rights and responsibilities of employees, and establish a system of accountability for ensuring a workplace free from unlawful harassment. These procedures ensure that appropriate officials are notified of and have the opportunity to promptly correct hostile or abusive conduct that is or has the potential to become as severe or pervasive as to constitute a legal claim of harassment.

2. Reference.

a. Army Regulation (AR) 690-600 (Equal Employment Opportunity Discrimination Complaints), 6 February 2025.

b. Army Regulation (AR) 690-12 (Equal Employment Opportunity Programs), 6 February 2025.

c. Army Directive 2015-40 (Implementing Procedures for Anti-Harassment Policy), 30 October 2015.

d. DoD Instruction 1020.03 (Harassment Prevention and Response in the Armed Forces), 10 December 2025.

e. DoD Instruction 1020.04 (Harassment Prevention and Response for DoD Civilian Employees), 9 December 2025.

3. Applicability. Combined, these policies apply to all personnel assigned to or under the operational control of, applicant for employment with, and former employees of the U.S. Army Garrison, Fort Leonard Wood (IMCOM).

4. Policy and Procedures.

a. I am strongly committed to promoting and maintaining an environment free of all forms of unlawful harassment (sexual and non-sexual) to include color, race, religion,

sex (including pregnancy), age (40 or older), national origin, disability (mental or physical) or subjected to retaliation for prior EEO activity. We are all entitled to work in a professional environment that does not infringe on our personal dignity and respect. This anti-harassment policy applies to anyone in the federal workplace: Soldiers, managers, supervisors, co-workers, internal and external customers, suppliers, and contractors. I expect that everyone will do their part to carry out this policy as a shared responsibility in fostering and maintaining a work environment free from all types of unlawful discrimination and harassment.

b. Harassment is defined as unwelcome intimidation, ridicule, insult, comments, or physical conduct based on color, race, religion, sex (including pregnancy), age (40 or older), national origin, disability (mental or physical) or subjected to retaliation for prior EEO activity where:

(1) An employee's acceptance or rejection of such conduct explicitly or implicitly forms the basis for an employment decision affecting the employee; or

(2) The conduct is sufficiently severe or pervasive as to alter the terms, conditions, or privileges of the employee's employment, or otherwise create an abusive and hostile work environment. This type of harassment does not typically involve discrete personnel actions such as a promotion denial. An employment decision affecting the employee is based upon the employees' acceptance or rejection of such conduct. Conduct covered by this policy is broader than the legal definition of unlawful harassment. It includes hostile or abusive conduct based on color, race, religion, sex (including pregnancy), age (40 or older), national origin, disability (mental or physical) or subjected to retaliation for prior EEO activity, even if the conduct has not risen to the level of illegality. The goal is to prevent or limit harm to any employee subjected to unwelcome hostile or abusive conduct based on protected characteristic by ensuring that appropriate officials are notified of and have the opportunity to promptly correct such conduct before it becomes severe and pervasive as to violate the law, or as soon as possible thereafter.

(3) The American with Disabilities Act (ADA) also protects individuals from coercion, intimidation, threat, harassment, or inference in their exercise of their own rights or their encouragement of someone else's exercise of rights granted by the ADA. Anti-discrimination laws also prohibit harassment against individuals in retaliation for filing a discrimination complaint, testifying, or participating in any way in an investigation, proceeding, or lawsuit under these laws; or opposing employment practices that are reasonably believed to discriminate against individuals, in violation of these laws.

c. Harassment on the basis of the protected categories also includes derogatory remarks or negative stereotyping in words, printed materials, graphic images, electronic communication, or other media (placed on walls or circulated in the workplace by electronic means) that disparages or shows hostility or aversion towards an individual or group because of their color, race, religion, sex (including pregnancy), age (40 or older), national origin, disability (mental or physical) or subjected to retaliation for prior EEO activity for engaging in protected Equal Employment Opportunity activity. Discrimination and harassment of any kind are, without question, unacceptable in the workplace. Every supervisor and commander must prevent and promptly correct all harassing behaviors in the workplace. Supervisors are responsible for actively monitoring the work site to prevent harassment and assure a non-hostile work environment. All employees have a responsibility to report harassing behaviors by using the complaint process or otherwise reporting allegations of harassment to management officials. No employee or applicant for employment will be retaliated against for filing a complaint or reporting behavior perceived as harassment.

d. Employees have a responsibility to prevent harassment by ensuring that they do not engage in any activity or practice that is offensive or creates a hostile work environment for their co-workers based on the factors previously listed and to report behavior to either their supervisor or the FLW EEO Manager. Each U.S. Army Garrison employee is responsible for:

(1) Maintaining a professional demeanor and refraining from harassing conduct.

(2) Becoming familiar with the provisions of this policy, complying with all the requirements of this policy, and cooperating with any inquiry under this policy.

(3) Promptly reporting any incident of harassing conduct that he or she experiences or witnesses before it becomes a pattern of misconduct as pervasive and offensive as to constitute a hostile environment. The command cannot correct harassing conduct if the conduct is not known. The report of harassment is not the same as filing a formal EEO complaint of discrimination.

(4) All Army employees (supervisors and non-supervisors) are responsible for completing the mandatory "Army Equal Employment Opportunity, Anti-Harassment and Notification and Federal Employee Anti-Discrimination and Retaliation (No FEAR Act Training)" course annually to gain an understanding of the anti-harassment policy and procedures and their role in the complaint process.

e. Managers and supervisors are responsible for maintaining a workplace free from harassment within their organization. They should also provide guidance to their employees on what constitutes harassing conduct and how they may seek to remedy it. Managers and supervisors are responsible for:

(1) Taking prompt and appropriate management actions to prevent harassment in the workplace and to prevent retaliation against those who complain of harassment.

(2) Reporting, pursuant to procedures set forth in this policy, any incident of harassing conduct that they witness or that is otherwise brought to their attention.

(3) Receive and handle allegations of harassing conduct promptly and appropriately, utilizing the procedures set forth herein.

(4) Take prompt and appropriate corrective and disciplinary action, up to and including removal, against personnel who have engaged in harassing conduct or who have not carried out their responsibilities under this policy.

f. Any person who believes that he/she/they have been the subject of an incident of harassing conduct in violation of this policy should report the matter to anyone within their supervisory chain of command: the FLW EEO Manager, Staff Judge Advocate (SJA), Chaplain, or the Security Manager. Employees who report harassing conduct, or provide information related to such conduct, will be protected against retaliation.

g. Managers and supervisors will address all allegations in a swift, fair, and effective manner, protecting the confidentiality of the employee making the report and witnesses to the extent possible. Upon receipt of an allegation of harassment, the supervisor, manager, or security officer will immediately alert the SJA and seek guidance as to further actions. In consultation with the SJA, EEO Manager, and Civilian Personnel Advisory Center (CPAC) he/she/they will:

(1) Ensure a prompt, thorough, impartial, and appropriate inquiry is conducted.

(2) Recommend appropriate action to stop any further harassing conduct and harassment, including granting appropriate interim relief to the victim of harassing conduct while the allegations are being investigated. Interim relief is action taken to prevent the allegedly harassing conduct, such as temporary reassignment pending the outcome of the investigation. The inquiry procedures contemplated in this policy are not the same procedures used for investigating formal EEO complaints pursuant to AR 690-600. The SJA will advise the responsible proponent to appoint an investigator to conduct the inquiry. This inquiry will be conducted as prescribed under AR 15-6 as

early as possible after an allegation is made. The SJA will provide advice and assistance as appropriate in addressing the allegation.

h. When the SJA and the manager or supervisor that would take appropriate action determine that an inquiry is necessary, a written summary of the inquiry will be prepared by the individual conducting the inquiry, in consultation with the SJA. The summary must be prepared promptly after the completion of the inquiry and shall be submitted to the Commander and supervisor who would be responsible for taking the appropriate disciplinary action against the alleged harasser if the allegations are founded. The summary will be kept confidential to the greatest extent possible and disclosed only to those persons with the need to know in order to carry out the purpose and intent of this policy.

i. Where the inquiry establishes that an employee did engage in harassing conduct under this policy, that employee shall be subject to the appropriate corrective action, disciplinary or otherwise, in accordance with AR 690-700, Chapter 751 Disciplinary Actions. It is not necessary to wait for a finding of discrimination in a formal EEO complaint to initiate an appropriate disciplinary action for harassing conduct.

j. Where the inquiry establishes that a manager or supervisor did not properly carry out the responsibilities provided under this policy, he/she/they shall be subject to appropriate corrective action, disciplinary or otherwise, up to and including removal under AR 690-700, Chapter 751, Disciplinary Actions.

k. In accordance with Title 29 of the Code of Federal Regulations (29 CFR) Part 1614 and the Department of the Army Regulations, Fort Leonard Wood will afford individuals the Alternative Dispute Resolution (ADR) process in the resolution of reports of harassing conduct where appropriate. Mediation is the preferred method of ADR. Generally, allegations involving claims of sexual harassment and/or threats of violence are not appropriate for ADR.

l. I fully expect all employees to create and maintain an environment where everyone is treated in a professional manner with the dignity and respect we all are entitled to as we accomplish the important mission we have before us.

m. Post this policy on all official bulletin boards and websites. This policy will also be handed to all new employees and supervisors, and employees newly promoted to a supervisory position.

5. This policy supersedes any previous policies and is in effect until superseded or rescinded.

6. The point of contact for this command policy is the Equal Employment Opportunity Office at 573-596-0602 or usarmy.leonardwood.id-training.mbx.usag-flw-eeo@army.mil can be used to contact by email.

ERIC S. MCCALL
COL, LG
Commanding